

ODJFS

Ohio Department of Job and Family Services

UC Collection Program



Recipe for Success

1. Clear and Realistic Goals
2. Measure Everything
3. Hire and Retain the Right People
4. Maintain Adequate Staffing Levels
5. New Hire Training Program
6. Tools and Technology
7. Collection Strategy
8. Employee Morale
9. Career Development

Ingredient #1

Clear Goals and Expectations

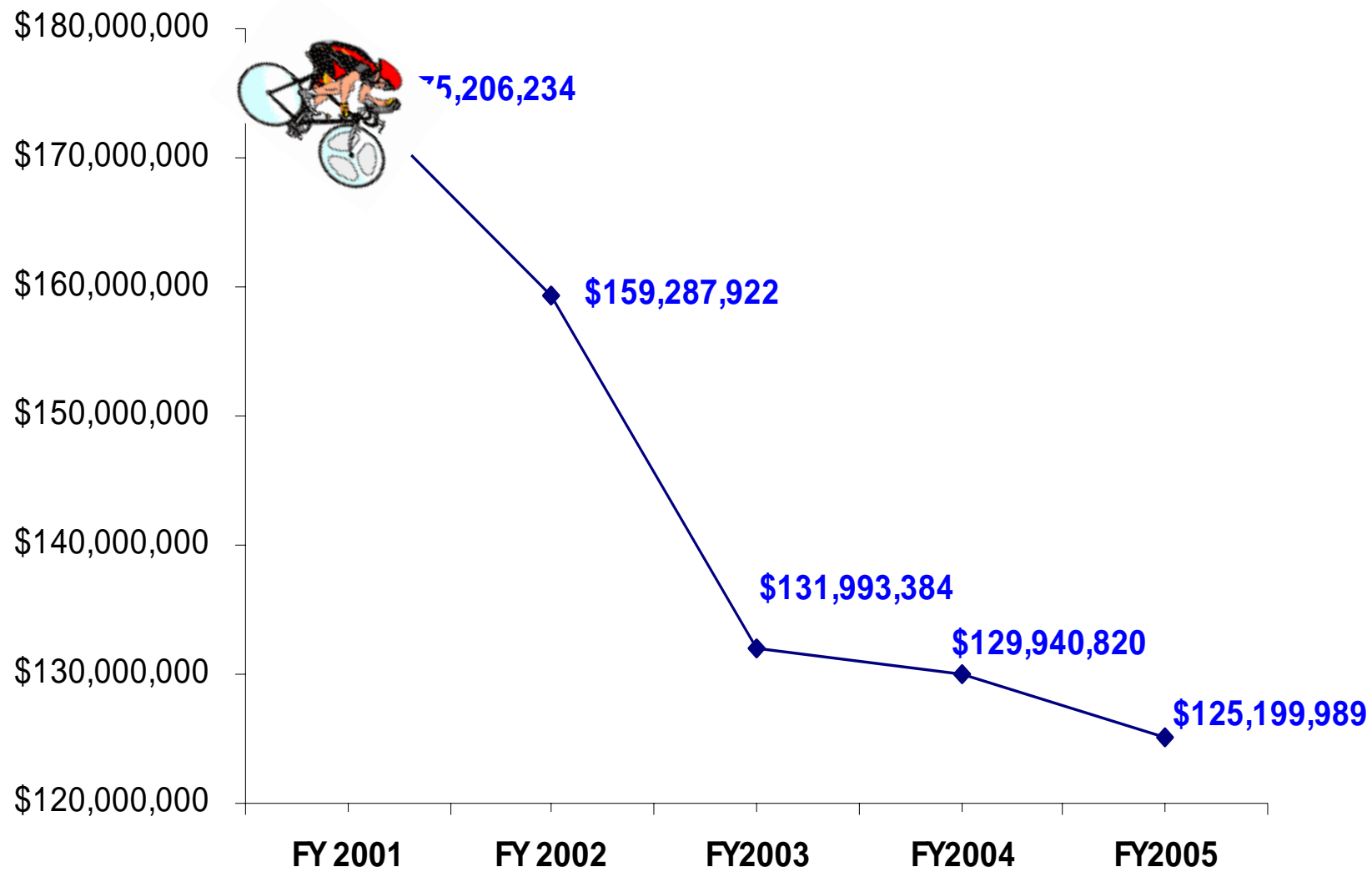
- What do you want to accomplish?
 - Collect More Money
 - Keep Trust Fund Solvent
 - Keep Employer Tax Rates Low
 - More Money Available to Pay Benefits
 - Reduce Accounts Receivable Balance
 - Reduce Amount of Debt Written
- Don't Keep Your Goals a Secret
- Hold People Accountable
 - Incorporate Goals Into Performance Evaluations

Ingredient #2

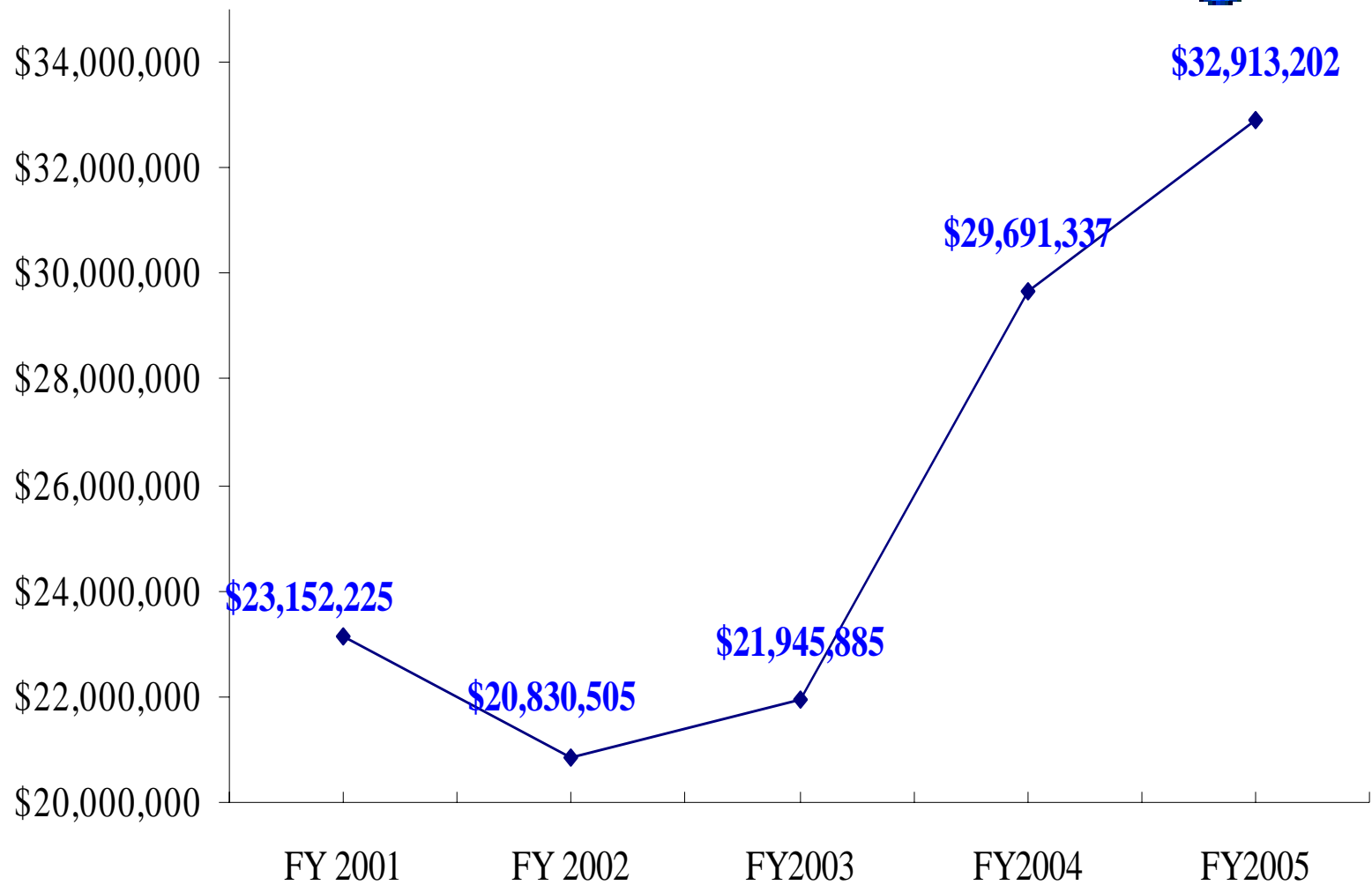
Measure Everything

- What data to capture
- What to do with it
- Frequency (Daily, Weekly, Monthly, Quarterly, Yearly)
- Be able to explain your successes and failures
- Ohio's Big Picture Collection Goals

Our Success – A/R Balance



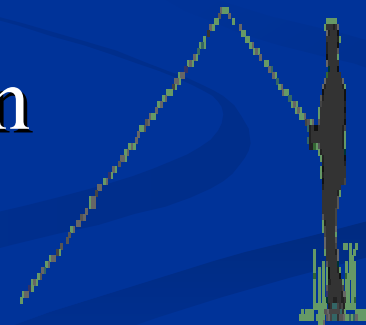
Our Success – Tax Collections



Ingredient #3

Hire and Retain the Right People

- Position Descriptions
- Minimum Qualifications
- Proficiency Testing
- Competitive Pay and Benefits
- Good Work Environment
- Probationary Period Evaluation

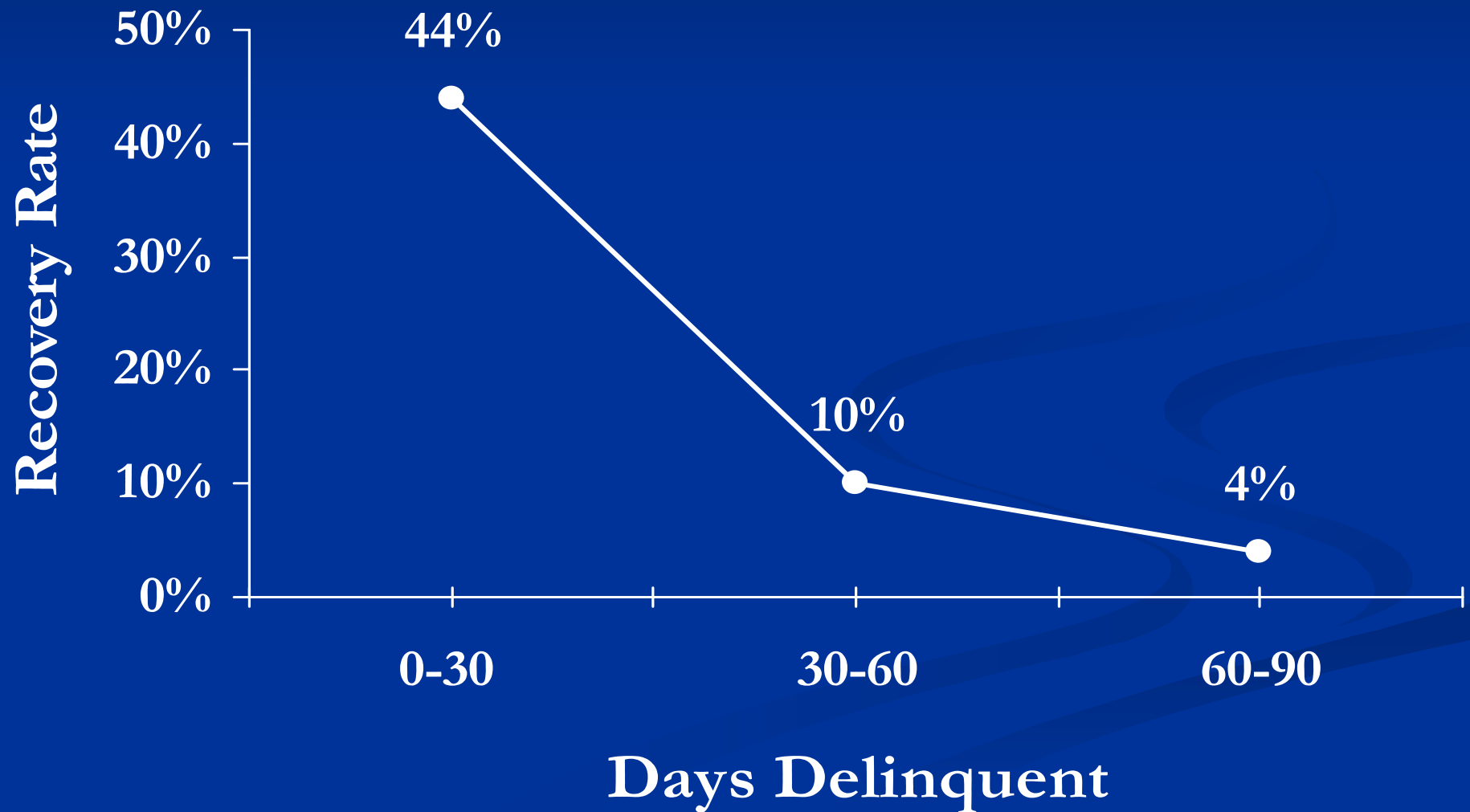


Ingredient #4

Maintain Adequate Staffing Levels

- Staffing Needs are Determined By:
 - Budget
 - Collection Goals
 - Size of Accounts Receivables
 - Age of Receivables
 - Balance Breakdown
- Best Use of Your Resources?
 - ROI
 - ❖ \$1 Spent = \$21 to Trust Fund (Tax)
 - ❖ \$1 Spent = \$7 to Trust Fund (Benefit Overpayments)
 - Higher Balances
 - Early Stages of Delinquency

Lifecycle of an Assessment



Ohio's UC Collection Section

- Collections
 - 1 Supervisor
 - 2 Leads
 - 8 Tax Collectors
 - 4 Benefit Overpayment Collectors
- Litigation
 - 1 Supervisor
 - 1 Lead
 - 2 Examiners
- Support
 - 3 Examiners

Ingredient #5

New Hire Training

- Mentor Program
- Learning Goals and Expectations
- Training Material
- Collection Simulations/Role Play
- Daily Account Reviews
- Phone Monitoring
- Progressive and Challenging Production Goals
- Foreign Exchange
- Required Soft Skills Training

Ingredient #6

Tools and Technology

- Collection System (Cyber)
 - Assign Accounts
 - Automated Letters
 - Scheduling
 - Promise to Pay Tracking
 - Track Productivity
- Automated Call Distribution (ACD)
- EFT and Credit Cards Payments
- Skip Tracing

Ingredient #7

Collection Strategy



■ 4 Phase Strategy

- Phase 1 - In-House Collections
(0 – 44 Days)
- Phase 2 - Certification to Ohio Attorney General
(45 – 6 Months)
- Phase 3 - Assignment to Special Counsel
(6 Months)
- Phase 4 - Write-Off of Uncollectible Debt
(6 + Years)

Ingredient #7



Collection Strategy – Phase 1

■ In-House Collections

- Queue Assignments
- Collection Letters
- Everyone's a Collector Philosophy
- Intercept Payments to State Vendors

Ingredient #7



Collection Strategy – Phase 2

- Certification to Ohio Attorney General
 - Timing
 - Fees
 - Collection Letters
 - Auto-Dialer
 - Assignment to AG Collectors
 - Liens
 - Offsets (State Income Tax; Lottery)
 - Settlements

Ingredient #7



Collection Strategy – Phase 3

■ Assignment to Special Counsel

- Timing
- SC Fees
- Collection Attempts
- Litigation Activity
 - ❖ Wage Garnishment
 - ❖ Seizure of Bank Accounts
 - ❖ Receivership
 - ❖ Foreclosure
- Piercing the Corporation Vail

Ingredient #7



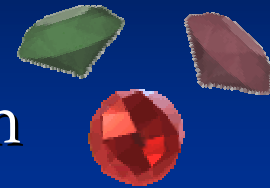
Collection Strategy – Phase 4

- Write-Off of Uncollectible Debt
 - Corporations, LLCs, Limited Partnerships, Public Entities
 - Sole Proprietors, Partnerships, etc.

Ingredient #8

Employee Morale/Recognition

- Collector Contests
- GEM – Going the Extra Mile Program
- Employee/Team of the month
- Celebrate Us
- Recognition Ceremonies
- Pot Lucks
- Business Casual Attire
- Dress Down Days
- Flexible Work Schedules
- Satisfaction Surveys



Ingredient #9

Career Development/Succession Planning

- Staff Development/Continuing Education
 - Foreign Exchanges
 - UC University
 - In-house Courses
 - Tuition Reimbursement
 - Job Profiling
 - Individual Career Development Plans

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